



**DEPARTMENT OF THE ARMY**  
SOLDIER RECORD DATA CENTER  
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REPLY TO  
ATTENTION OF

AHRC-EB

23 October 2006

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, US Army Adjutant General's School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 42 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 3 October 2006, subject: Memorandum of Instruction for the FY07 MSG Promotion Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 42 submits this Review and Analysis to assist you in executing your duties as proponent for this CMF.

3. Competence assessment. The overall quality of the Human Resource Noncommissioned Officers (NCO) records was satisfactory. The best qualified NCOs clearly out-performed their peers, and maintained high patterns of performance in the most challenging assignments in the current and previous ranks as designated by the proponent. Apart from duty assignments, performance and potential; other important indicators used to determine promotion selection included military and civilian educational levels, awards and honors, physical fitness and bearing.

a. Performance and potential. Exceptional performance of duty in the most challenging assignments at the current grade was of primary importance to panel members during their deliberations. Clearly articulated statements regarding future potential were also key to the selection process. In many cases, raters and senior raters provided a clear picture of overall performance and potential. However, the panel did note a tendency among rating officials to inflate recommendations regarding potential by marking "among the best" and "1" blocks in both performance and potential. Moreover, the panel noted an over abundance of "promote now", "select immediately", "select ahead of peers" from senior raters. These comments should be reserved for the very best NCOs.

b. Utilization and assignments. NCOs who served in a variety of assignments at the current grade were more competitive for promotion. They aggressively sought out the most challenging jobs, maintained high levels of performance and demonstrated exceptional potential for advancement, were viewed more favorably by the panel.

Additionally, there were a few NCOs who had also served successfully as 1SG's and MSGs; panel members viewed this as a significant indicator of NCOs potential for advancement.

c. Training and education. NCOs demonstrated a strong commitment towards pursuing civilian education. There were a considerable number of NCOs with Associates and Bachelor Degrees. This is an indication that our Soldiers are realizing the importance and value of continued education. Performance in military courses was also deemed important to the selection process. NCOs who exceeded course standards, as annotated on NCOERs and DA Form 1059s (Service School Academic Report) were favorably considered in this area. The most competitive NCOs displayed a trend of excellence in NCOES, functional courses, and in the performance of their professional duties.

d. Physical Fitness. Overall, the NCOs are in good physical condition and score well on the APFT. APFT failures and failures to meet AR 600-9 standards for height/weight were the exception. However, there were a number of NCOs that significantly exceeded the height/weight tables, but passed body fat standards. A significant number of NCOs had APFT scores above 270. Earning the Army Physical Fitness Badge was a plus. Raters should ensure excellence in physical fitness is annotated on the NCOER especially when the Soldier scores 90 in each event.

e. Overall career management. NCO assignments are effectively managed. It is the responsibility of the NCO, his/her branch manager and the Proponent to ensure all have the opportunity to serve in tough leadership positions.

#### 4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. Compatibility in all CMF 42 appears to be appropriate and healthy. NCOs in the zone for consideration appear to have plenty of opportunities to develop well-rounded technical and tactical skills.

b. Suitability of standards of grade and structure. In general, the overall coding of CMF 42 is appropriate and provides suitable opportunities to compete for MSG.

c. Assignment and promotion opportunity. All CMF assignments provide excellent opportunities for success. The most heavily weighted standard used by the board was comments from senior raters on the NCOs' performance and potential in leadership assignments commensurate with grade and MOS. Justifiable and objective comments were the most useful in determining best qualified for promotion and schooling. Successful assignments in positions above an NCOs' grade were viewed as strong indicators of potential to lead at the MSG/1SG.

d. Overall health of CMF. Panel member assessed the health of the CMF to be in excellent shape to meet future requirements.

5. Recommendations.

a. CMF structure and career progression. There were a considerable number of NCOs that sought out the hard jobs. HRC and the proponent should continue emphasize the importance of NCOs getting a variety of TDA, TOE and special assignments. Continue to emphasize diversity of assignments within the Human Resource arena. Balance is the key to success.

b. NCOERS. Raters must justify bullet comments. Frequently, excellence bullets are not justified on the NCOER. Excellence bullets should be clearly articulated, fully justified and quantified. Many NCOERs had justified "excellence" ratings in two or three categories and were viewed as very competitive by the board. NCOERs with justified "excellence" ratings in all five categories are rare and should continued to be reserved for only the best. This sends a powerful message to the board. Raters should put the strongest bullets first - they will standout and send a clear message. A Senior Rater single bullet that accurately justifies the rating block is better than several bullets that say nothing. "Promote immediately" or "select for 1SG" or words to that effect send a strong message to the board and should continue to be reserved for only the very best

c. CMF Proponent Packets. (Overall quality) The Proponent packet Served as an excellent tool of useful information that prepared panel members to review and vote 42 records.

6. Conclusion. The board believes it selected the best qualified NCOs for promotion. Chain-of-command involvement in all aspects of the promotion selection process (i.e. quality/accurate photographs, opportunities for diverse and challenging assignments in leadership positions, detailed/justified comments and block checks on NCOERs, updated ERBs, etc.) is a must. The most effective and heavily weighed tool available to the board members is the NCOER. Raters, senior raters and reviewers must continue to make the tough call when writing and reviewing NCOERs. To prevent inflation and ensure the integrity of the NCOER, it is incumbent on raters, senior raters and reviewers to ensure they are precise in the language they use to convey information.

  
BARRY L. PRICE  
Colonel, AG  
Panel Chief